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ABSTRACT

This survey was conducted by the U.S. Conference of Mayors to determine the extent to which cities are using affirmative action programs, and to assess the programs' contributions to the improvement of personnel practices in city governments. During the summer of 1986, survey responses were received from 121 cities in 41 states plus the District of Columbia. Among the findings are the following: (1) More than 9 out of every 10 surveyed cities have voluntarily instituted their affirmative action plans; (2) 21 cities reported that federal agencies have called for revisions in their affirmative action plans; (3) implementation of affirmative action programs has contributed to increased employee job satisfaction; (4) nearly one-third of the cities responding reported that affirmative action programs have contributed a great deal to improved labor-management relations; and (5) well over one-third of the responding cities reported that affirmative action has contributed a great deal to improved efficiency and productivity. The appendix lists cities that responded to the survey and cities that submitted affirmative action plans. A third section of the appendix presents the affirmative action questionnaire used in the survey. (PS)

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AFFIRMATIVE ACTION PROGRAMS IN CITY GOVERNMENTS

A 121-CITY SURVEY

SEPTEMBER 1986

UNITED STATES
CONFERENCE OF MAYORS

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UNITED STATES CONFERENCE OF MAYORS

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FOREWORD

This report was prepared at the direction of the Human Development Committee of the United States Conference of Mayors. Although it is generally thought that affirmative action programs have worked well in cities, data has never been collected to document how many cities have such programs, how they were instituted, and what has occurred as a result of them.

It is hoped that this report will be useful to Congress and the Administration, mayors and others who are concerned about equal employment opportunities and affirmative action as a means of achieving it.

Thanks go to the Citizens' Commission on Civil Rights for the many hours of assistance which its staff gave us in preparing the survey instrument and compiling the data.

John J. Gunther
Executive Director

September, 1986

EXECUTIVE SUMMARY

The issue of affirmative action in hiring and promotion has become a sensitive one in the wake of last year's attempts by the U.S. Department of Justice to dismantle affirmative action programs in many cities, and of more recent Administration plans to change -- and ultimately weaken -- the Executive Order that governs affirmative action by federal contractors. To determine the extent to which cities are using affirmative action programs, and to assess their contributions to improvement of personnel practices in city governments, the U.S. Conference of Mayors conducted this survey. During the summer of 1986, survey responses were received from 121 cities in 41 states plus the District of Columbia. Cities responding ranged from the very largest in the United States to those of about 30,000 population. They showed that:

- More than nine out of every 10 survey cities have voluntarily instituted their affirmative action plans. In seven cities, plans were instituted through a court-approved settlement, in four cities through a court order. In 18 cities there were court findings of past discrimination.

- Twenty-one cities reported that federal agencies have called for revisions in their affirmative action plans. In 47, the city government itself plans changes in affirmative action policies.

- As a result of affirmative action programs:

  * Procedures and standards for recruitment have been established in 41 percent of the responding cities, and improved in 66 percent.

  * Procedures and standards for hiring have been established in one-third of the responding cities, and improved in 70 percent.

  * Procedures and standards for promotion have been established in nearly one-third of the cities responding, and improved in 60 percent of them.

  * Procedures and standards for disciplinary actions have been established in 27 percent of the responding cities, and improved in one-half of the cities.

  * Procedures and standards for employee performance reviews have been established in 29 percent of the cities responding, and improved in 38 percent.

- Implementation of affirmative action programs has contributed to increased employee job satisfaction -- in cities able to measure this -- as evidenced by:
  - * fewer employee grievances or complaints in 62 percent of those cities;
  - * decreased absenteeism in 40 percent of those cities;
  - * decreased employee turnover in 45 percent of those cities.
- Nearly one-third of the cities responding reported that affirmative action programs have contributed a great deal to improved labor-management relations.
- Well over one-third (38 percent) of the responding cities reported that affirmative action has contributed a great deal to improved efficiency and productivity.
- Implementation of city affirmative action programs has:
  - * helped to identify the relevant qualifications for certain jobs in 89 percent of the cities responding to the question;
  - * helped, through improved outreach and recruitment, to identify well qualified candidates for employment in 88 percent of the cities responding to the question;
  - * contributed to the improvement in the delivery of public services in 56 percent of the cities responding to the question; and
  - * contributed to an improved perception by the public of the quality of the services delivered by the city in 52 percent of the responding cities.

INTRODUCTION

For decades the U.S. Conference of Mayors has had strong policy in support of civil rights. While there has been general agreement in the last several decades on the principle of nondiscrimination in this nation, there has been much debate during the 1980's on the efficacy of affirmative action -- the various techniques which, taking race or sex into account, seek to undo the consequences of past or current discrimination by providing equal employment opportunities.

To show its support for such measures, in 1982 the Conference of Mayors adopted a resolution which specifically supports affirmative action programs. In 1985 a further resolution was passed which opposed efforts by the U.S. Department of Justice to dismantle affirmative action plans developed by cities to achieve equal employment opportunities. That resolution was in response to the Justice Department's interpretation of the Firefighters Local Union No. 1784 v. Stotts decision.

The Department of Justice argued that the Stotts decision prevented the use of race-conscious goals as a legal remedy to job discrimination. Accordingly the Department implemented legal action to dismantle affirmative action plans in 51 jurisdictions. The U.S. Conference of Mayors opposed these efforts. The Justice Department's interpretation of Stotts had been rejected by numerous federal courts, and cities had experienced positive effects of affirmative action plans.

The Administration has also considered changes in the Executive Order which governs affirmative action by federal contractors. These changes would eliminate "goals and timetables" and severely weaken the impact of the Order. The U.S. Conference of Mayors has similarly opposed such changes.

The Conference of Mayors became aware that, although it is generally thought that affirmative action programs have worked well in cities, data has never been collected to document how many cities had such programs, how they were instituted, and what their results were. To assess the experiences that cities have had with affirmative action programs, the U.S. Conference of Mayors surveyed a sample of them to obtain firsthand information. The responses to this survey provided the data upon which this report is based.

After the survey form was distributed, the Supreme Court decided three major affirmative action cases which directly affect the constitutionality of many of the plans adopted by cities:

- In Wygant v. Jackson Board of Education, eight of the nine justices agreed that local governments may use racial goals under certain circumstances, although the Court rejected the

layoff provision (which protected minority teachers from being laid off) because of the Board's failure to show a sufficient reason for using a race-conscious affirmative action plan.

- In Local 28 of the Sheet Metal Workers' International Association v. EEOC, a plurality of the Court found that Title VII allows a court to order race-conscious relief as a remedy for past discrimination. In this case there was intentional discrimination against Blacks and Hispanics by the union. The Court upheld the use of race-conscious relief by finding that the imposition of a remedial goal was appropriate.

- Similarly, in Local Number 93, Firefighters v. Cleveland, the court approved an affirmative action plan contained in a consent decree by finding that the use of consent decrees was an appropriate form of voluntary affirmative action, the preferred means of achieving Title VII's goals. The consent decree contemplated that a specific number of qualified Black firefighters would receive promotions without a showing that those being promoted had been previously denied promotions on discriminatory grounds. Like the Sheet Metal Workers' case, the Court here noted the substantial evidence of discrimination by the Cleveland Fire Department, but did not rely solely on that evidence in upholding the consent decree.

The three latest affirmative action cases taken as a whole suggest that cities may continue to use affirmative action plans that include race-conscious remedies and goals in situations where the remedies are intended to redress prior discriminatory practices without a specific finding of past discrimination. Since 92 percent of the cities responding to this survey have voluntarily instituted their affirmative action plans, it is clear that these cases are particularly significant to their continued viability.

APPROACH

The survey form was sent in June to 400 cities with a population over 30,000. Completed forms were received by the end of August from 121 cities in 41 states plus the District of Columbia. A list of the cities which responded and the survey instrument is contained in the appendix.

Many cities submitted copies of their affirmative action plans to the Conference of Mayors with their survey form. A list of those plans is included in the appendix as well.

THE STATUS OF AFFIRMATIVE ACTION PROGRAMS IN CITY GOVERNMENTS

THE INSTITUTION OF CITY AFFIRMATIVE ACTION PROGRAMS

More than nine out of every ten cities responding to the survey have voluntarily instituted their city's affirmative action program. Of the 121 cities which responded, 110 of them have voluntarily instituted affirmative action programs. Several additional cities reported that their programs were instituted by city ordinance.

Seven cities (six percent of those responding) reported that their affirmative action programs were instituted through a court-approved settlement. These include Birmingham, Indianapolis and Boston. Four cities (three percent of those responding) instituted their programs through a court order. These include Boston and Highland Park (MI).

In 18 of the cities (15 percent of those responding to the survey) a court had made a finding of past discriminatory practices. These cities include Birmingham, Indianapolis, Boston, Highland Park (MI), Reno, Canton and Milwaukee.

REVISIONS TO CITY AFFIRMATIVE ACTION PROGRAMS

The cities were asked if federal or state governments, the courts, or any other entities had called for revisions in their affirmative action policies. Twenty-one reported that federal agencies have called for revisions. The Department of Justice has called for revisions in 12 cities, the Department of Housing and Urban Development in four, the Office of General Revenue Sharing in two cities and the Department of Transportation in one. State government has called for changes in the programs of four cities, and judicial bodies have called for changes in three cities.

In 47 cities, the city government itself plans changes in affirmative action policies. These include Redondo Beach, Denver, Hartford, Bloomington (IL), Carbondale, Decatur, Indianapolis, Lansing, Saginaw, Akron, Canton, San Antonio, Alexandria, Bellingham and Tacoma. Many cities indicated that they review their policies annually. Sixty-two cities indicated they do not plan any revisions.

THE IMPACT ON PERSONNEL PRACTICES

City officials reported on the impact of affirmative action programs on procedures and standards for recruitment, hiring, promotion, disciplinary actions and employee performance reviews.

Recruitment -- In 50 cities (41 percent of those responding to the survey), affirmative action programs led to the establishment of procedures and standards for recruitment. These cities include:

Fresno	Washington DC	Dunedin	Bloomington(IL)
Joliet	Rockford	Indianapolis	Kokomo
Lake Charles	Portland(ME)	Boston	Lansing
Pontiac	Saginaw	Minneapolis	Reno
Niagara Falls	Columbus	Greenville	Memphis
Alexandria	Seattle	Spokane	

In 80 cities (66 percent of those responding to the survey), affirmative action programs led to the improvement of such procedures and standards. These cities include:

Birmingham	Tempe	Redondo Beach	Sacramento
San Diego	San Jose	Denver	Bloomington(IL)
Carbondale	Decatur	Joliet	Rockford
Gary	Lake Charles	Highland Park	Lansing
Saginaw	Minneapolis	Akron	Canton
Columbus	Providence	Charleston	San Antonio
Norfolk	Bellingham	Seattle	Tacoma
Milwaukee	Waukesha		

In one city the affirmative action program did not result in either the establishment or improvement of these procedures and standards.

Hiring -- In one-third (41) of the cities responding to the survey, affirmative action programs led to the establishment of procedures and standards for hiring. These cities include:

Fresno	Washington DC	Dunedin	Bloomington(IL)
Joliet	Rockford	Indianapolis	Kokomo
Lake Charles	Portland(ME)	Pontiac	Saginaw
Minneapolis	Reno	Niagara Falls	Columbus
Providence	Greenville	Memphis	Alexandria
Seattle	Tacoma		

In 70 percent (85) of the cities responding to the survey, affirmative action programs led to the improvement of such procedures and standards. These cities include:

Birmingham	Tempe	Redondo Beach	Sacramento
San Diego	San Jose	Denver	Bloomington(IL)
Carbondale	Decatur	Joliet	Gary
Lake Charles	Boston	Highland Park	Lansing
Saginaw	Minneapolis	Akron	Canton
Columbus	Charleston	San Antonio	Norfolk
Bellingham	Seattle	Spokane	Milwaukee
Waukesha			

Two cities reported that their affirmative action programs did not result in either the establishment or improvement of these procedures and standards.

Promotion -- Nearly one-third (38) of the cities responding to the survey reported that affirmative action programs led to the establishment of procedures and standards for promotions. Included among these cities are:

Fresno	Washington DC	Dunedin	Bloomington(IL)
Joliet	Rockford	Indianapolis	Kokomo
Lake Charles	Portland(ME)	Pontiac	Saginaw
Reno	Niagara Falls	Columbus	Greenville
Memphis	Alexandria		

Three out of every five cities responding to the survey reported that affirmative action programs have improved procedures and standards for promotions. These cities include:

Birmingham	Tempe	Redondo Beach	Sacramento
San Diego	San Jose	Denver	Bloomington(IL)
Carbondale	Decatur	Joliet	Gary
Lake Charles	Boston	Highland Park	Lansing
Saginaw	Akron	Columbus	Charleston
San Antonio	Norfolk	Bellingham	Spokane
Milwaukee	Waukesha		

Ten cities indicated that their affirmative action programs did not result in either the establishment or improvement of these procedures and standards.

Disciplinary Actions -- Thirty-three cities (27 percent of those cities responding to the survey) reported that affirmative action programs led to the establishment of procedures and standards for disciplinary actions, including terminations. Among these cities are:

Fresno	Washington DC	Dunedin	Joliet
Rockford	Indianapolis	Kokomo	Lake Charles
Saginaw	Columbus	Greenville	Memphis
Alexandria			

One-half of the cities (61) indicated that affirmative action programs led to improved procedures and standards for disciplinary actions. These include:

Birmingham	Tempe	Redondo Beach	San Diego
San Jose	Denver	Carbondale	Joliet
Gary	Lake Charles	Portland(ME)	Boston
Lansing	Saginaw	Reno	Akron
Columbus	Providence	San Antonio	Norfolk
Bellingham	Spokane	Tacoma	Milwaukee
Waukesha			

Seventeen cities (14 percent of those responding to the survey) said that their affirmative action programs did not result in either the establishment or improvement of these procedures and standards.

Employee Performance Reviews -- In 35 cities (29 percent of those responding to the survey), affirmative action programs led to the establishment of procedures and standards for employee performance reviews. These cities include:

Fresno	Washington DC	Dunedin	Rockford
Indianapolis	Kokomo	Lake Charles	Pontiac
Saginaw	Reno	Columbus	Greenville
Memphis	Alexandria	Seattle	Spokane
Waukesha			

In 46 cities (38 percent of those responding to the survey), affirmative action programs led to improved procedures and standards for employee performance reviews. Among these cities are:

Birmingham	Tempe	San Diego	San Jose
Joliet	Gary	Lake Charles	Portland(ME)
Boston	Highland Park	Saginaw	Akron
Columbus	Charleston	San Antonio	Seattle
Milwaukee			

Twenty-four cities (20 percent of those responding to the survey) said that their affirmative action programs did not result in either the establishment or improvement of these procedures and standards.

EMPLOYEE JOB SATISFACTION

City officials reported on how implementation of their affirmative action programs has affected employee job satisfaction. Indicators of job satisfaction used are fewer employee grievances or complaints, decreased absenteeism, and decreased employeed turnover.

Employee Grievances or Complaints -- Thirty-three cities reported that implementation of their affirmative action programs contributed to increased job satisfaction as evidenced by fewer employee grievances or complaints. Among these cities are:

Tempe	San Jose	Carbondale	Indianapolis
Kokomo	Lake Charles	Boston	Highland Park
Niagara Falls	Canton	Columbus	Memphis
San Antonio	Spokane	Waukesha	

Twenty-nine cities said they had not. The remaining cities indicated they did not know, or they did not answer the question. When the results of just the 62 cities that were able to answer the question are compared, 53 percent of the cities have had fewer employee grievances or complaints as a result of the affirmative action programs and 47 percent have not.

Decreased Absenteeism -- Eighteen cities reported that implementation of their affirmative action programs contributed to increased job satisfaction as evidenced by decreased absenteeism. They include Joliet, Gary, Kokomo, Lake Charles, Highland Park (MI), Columbus, San Antonio and Spokane. Twenty-seven cities said it had not. The remaining cities indicated that they did not know, or they did not answer the question. When the results of the 45 cities that were able to answer the question are compared, 40 percent have had decreased absenteeism as a result of their affirmative action programs, and 60 percent have not.

Decreased Employee Turnover -- Twenty-three cities indicated that implementation of their affirmative action programs contributed to increased job satisfaction as evidenced by decreased employee turnover. Among them are:

San Jose	Carbondale	Gary	Kokomo
Lake Charles	Highland Park	Pontiac	Saginaw
Niagara Falls	San Antonio	Spokane	Waukesha

Twenty-eight cities said they had not. The remaining cities indica-ted that they did not know, or they did not answer the question. When the results of the 51 cities that were able to answer the question are compared, 45 percent have had decreased employee turnover as a result of implementation of their affirmative action programs, and 55 percent have not.

LABOR-MANAGEMENT RELATIONS

The cities were asked to rate, on a scale of one to ten, how significantly implementation of their affirmative action programs has contributed to improved labor-management relations. One signifies not at all, ten a great deal. The results are below:

Rating:	1	2	3	4	5	6	7	8	9	10
No. of Cities:	8	2	4	4	8	15	14	12	9	5

Nearly one-third of the cities (32 percent) reported that affirmative action programs has contributed a great deal to improved labor-management relations. (This includes those cities rating the contribution eight or greater.) Among these cities are San Jose, Rockford, Gary, Lake Charles, Highland Park (MI), Columbus, Norfolk, Bellingham, Spokane and Milwaukee. Seventeen percent of the cities responding to the question indicated that affirmative action programs has contributed little or nothing at all to improved labor-management relations. (This includes those rating the contribution three or less.)

EFFICIENCY AND PRODUCTIVITY

The cities were also asked to rate on a scale of one to ten how significantly implemention of their affirmative action programs has contributed to improved efficiency and productivity. One signifies not at all, ten a great deal. The results are:

Rating:	1	2	3	4	5	6	7	8	9	10
No. of Cities:	7	2	4	4	6	8	9	16	4	4

Well over one-third of the cities responding to the question (38 percent) reported that implementation of their affirmative action programs has contributed a great deal to improved efficency and productivity. (This includes those rating it eight and above.) Included among them are San Diego, San Jose, Denver, Carbondale, Gary, Lake Charles, Highland Park (MI), Lansing, Columbus, Greenville, Norfolk, Bellingham, Spokane and Tacoma. One-fifth of the responding cities reported that implementation of their affirmative action programs has contributed little or nothing to improved efficiency and productivity. (This includes those rating it three or below.)

OTHER INDICATORS OF THE EFFECT OF AFFIRMATIVE ACTION PROGRAMS

Identification of Relevant Job Qualifications -- Ninety-eight cities (89 percent of those responding to the question) reported that their affirmative action programs have helped to identify better relevant qualifications for certain jobs. Included among them are:

Tempe	Fresno	Redondo Beach	Sacramento
San Jose	Denver	Hartford	Dunedin
Carbondale	Joliet	Gary	Bloomington(IL)
Indianapolis	Kokomo	Lake Charles	Portland(ME)
Boston	Highland Park	Lansing	Pontiac
Saginaw	Minneapolis	Reno	Niagara Falls
Akron	Canton	Columbus	Greenville
Memphis	San Antonio	Alexandria	Norfolk
Bellingham	Seattle	Spokane	Tacoma
Milwaukee			

Twelve cities reported they have not helped to identify relevant qualifications for certain jobs; five did not know.

Identification of Well Qualified Candidates for Employment -- Ninety-eight cities (88 percent of the cities responding to the question) reported that through improved outreach and recruitment, their affirmative action programs have helped to identify well qualified candidates for employment. They include:

Tempe	Fresno	Redondo Beach	San Jose
Denver	Hartford	Dunedin	Bloomington(IL)
Carbondale	Decatur	Joliet	Rockford
Gary	Indianapolis	Kokomo	Lake Charles
Portland(ME)	Boston	Highland Park	Lansing
Pontiac	Saginaw	Minneapolis	Reno
Niagara Falls	Akron	Canton	Columbus
Providence	Charleston	Greenville	Memphis
San Antonio	Alexandria	Norfolk	Bellingham
Seattle	Spokane	Tacoma	Milwaukee

Six cities reported affirmative action programs have not helped to indentify well qualified candidates for employment; seven did not know.

Delivery of Public Services -- Sixty-one cities (56 percent of those answering the question) indicated that implementation of their affirmative action programs has contributed to improvement in the delivery of public services in the city. They include:

Tempe	Fresno	San Jose	Denver
Carbondale	Joliet	Gary	Bloomington(IL)
Indianapolis	Kokomo	Lake Charles	Boston
Highland Park	Lansing	Saginaw	Niagara Falls
Canton	Columbus	Greenville	Memphis
San Antonio	Norfolk	Bellingham	Spokane
Tacoma	Milwaukee		

Twelve cities said their programs have not contributed to improvement in the delivery of public services; 37 did not know.

Public Perception of the Quality of City Services -- Fifty cities (52 percent of those answering the question) reported that implementation of their affirmative action programs has contributed to an improved perception by the public of the quality of the services delivered by the city. Among them are:

Tempe	Fresno	Sacramento	San Jose
Denver	Dunedin	Carbondale	Bloomington(IL)
Decatur	Joliet	Gary	Indianapolis
Kokomo	Lake Charles	Boston	Highland Park
Minneapolis	Niagara Falls	Canton	Columbus
Greenville	Memphis	San Antonio	Bellingham
Spokane	Tacoma	Milwaukee	

Seven cities reported it has not contributed to an improved public perception of the quality of the city services; 40 did not know.

APPENDIX

CITIES RESPONDING TO THE SURVEY

ALABAMA
Birmingham
Huntsville

ARKANSAS
North Little Rock

ARIZONA
Chandler
Phoenix
Tempe

CALIFORNIA
Alhambra
Buena Park
Chula Vista
El Monte
Fresno
Gardena
Hayward
Inglewood
Los Angeles
Modesto
Montebello
Redondo Beach
Sacramento
San Diego
San Francisco
Santa Ana
San Jose
Stockton

COLORADO
Denver

CONNECTICUT
Danbury
Hartford
New Britain
Norwalk

DISTRICT OF COLUMBIA
Washington

FLORIDA
Clearwater
Dunedin
Miami Beach

GEORGIA
Savannah

HAWAII
Maui County

ILLINOIS
Aurora
Bloomington
Carbondale
Chicago
Danville
Decatur
Joliet
Normal
Quincy
Rockford
Springfield

INDIANA
Bloomington
Evansville
Ft. Wayne
Gary
Hammond
Indianapolis
Kokomo

KENTUCKY
Louisville

LOUISIANA
Lake Charles

MAINE
Portland

MARYLAND
Baltimore

MASSACHUSETTS
Boston
New Bedford

MICHIGAN
Detroit
Highland Park
Lansing
Pontiac
Saginaw

MINNESOTA
Minneapolis

MISSOURI
Kansas City

MISSISSIPPI
Jackson

NEBRASKA
Lincoln
Omaha

NEVADA
Reno

NEW JERSEY
East Brunswick
Trenton
West New York

NEW HAMPSHIRE
Nashua

NEW MEXICO
Las Cruces

NEW YORK
Binghampton
Jamestown
New York City
Niagara Falls
Mt. Vernon
Rochester
Schnectady
Syracuse

NORTH CAROLINA
Durham
Chapel Hill
Charlotte

NORTH DAKOTA
Grand Forks

OHIO
Akron
Canton
Columbus
Cuyahoga Falls
Dayton
Lima

OKLAHOMA
Oklahoma City

OREGON
Portland

PENNSYLVANIA
Pittsburgh

RHODE ISLAND
Providence

SOUTH CAROLINA
Charleston
Greenville

TENNESSEE
Memphis
Knoxville

TEXAS
Arlington
Beaumont
Fort Worth
Lubbock
Port Arthur
Richardson
San Antonio

VIRGINIA
Alexandria
Norfolk
Portsmouth
Suffolk

WASHINGTON
Bellingham
Everett
Seattle
Spokane
Tacoma

WEST VIRGINIA
Parkersburg

WISCONSIN
Milwaukee
Waukesha

WYOMING
Cheyenne

CITIES SUBMITTING AFFIRMATIVE ACTION PLANS

ALABAMA
Huntsville

ARIZONA
Phoenix

CALIFORNIA
Fresno
Inglewood
Los Angeles
Redondo Beach
Sacramento
San Diego
San Jose

COLORADO
Denver

CONNECTICUT
Danbury
Hartford
Norwalk

DISTRICT OF COLUMBIA
Washington

FLORIDA
Clearwater
Miami Beach

GEORGIA
Savannah

HAWAII
Maui County

ILLINOIS
Aurora
Bloomington
Carbondale
Chicago
Joliet
Quincy
Rockford
Springfield

INDIANA
Bloomington
Kokomo

KENTUCKY
Louisville

LOUISIANA
Lake Charles

MARYLAND
Baltimore

MASSACHUSETTS
New Bedford

MICHIGAN
Detroit
Highland Park
Lansing
Saginaw

MINNESOTA
Minneapolis

MISSOURI
Kansas City

NEBRASKA
Omaha

NEVADA
Reno

NEW JERSEY
Trenton

NEW HAMPSHIRE
Nashua

NEW MEXICO
Las Cruces

NEW YORK
Binghamton
Niagara Falls
Mt. Vernon
Schnectady
Syracuse

NORTH CAROLINA
Durham
Chapel Hill
Charlotte

OHIO
Akron
Columbus
Cuyahoga Falls
Dayton

OREGON
Portland

PENNSYLVANIA
Pittsburgh

RHODE ISLAND
Providence

TEXAS
Port Arthur
San Antonio

VIRGINIA
Alexandria
Norfolk
Portsmouth
Suffolk

WASHINGTON
Bellingham
Everett

WEST VIRGINIA
Parkersburg

WISCONSIN
Milwaukee

UNITED STATES CONFERENCE OF MAYORS

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AFFIRMATIVE ACTION

QUESTIONNAIRE FOR CITIES

City: _____

PERSON COMPLETING QUESTIONNAIRE:
NAME _____
TITLE _____
AGENCY _____
ADDRESS _____

TELEPHONE ( ) _____

1. How were your city's affirmative action programs instituted?
   ___voluntarily
   ___through a court-approved settlement
   ___through a court order
   ___other _____

   ___Has a court made a finding of past discriminatory practices by your city? _____yes _____no

   Comments:

2. Please attach a copy of your city's affirmative action policy, including any enabling legislation, executive orders or other relevant documents, with respect to city employees and with respect to contractors. Are these policies based on federal or state laws?

3. As a result of your city's affirmative action program, have procedures and standards been established, or if already established been improved for:

a. recruitment?
___Yes, established ___No
___Yes, improved ___Don't know

b. hiring?
___Yes, established ___No
___Yes, improved ___Don't know

c. promotion?
___Yes, established ___No
___Yes, improved ___Don't know

d. disciplinary actions, including terminations?
___Yes, established ___No
___Yes, improved ___Don't know

e. employee performance reviews?
___Yes, established ___No
___Yes, improved ___Don't know

Comments:

4. Has implementation of your city's affirmative action program contributed to increased employee job satisfaction as evidenced by:

a. fewer employee grievances or complaints?
___Yes ___No ___Don't know

b. decreased absenteeism?
___Yes ___No ___Don't know

c. decreased employee turnover?
___Yes ___No ___Don't know

d. Other (please specify)

Comments:

5. On a scale of 1 to 10 (circle one), implementation of my city's affirmative action program has contributed to improved labor management relations.

1 2 3 4 5 6 7 8 9 10
(not at all) (a great deal)

___Don't know

Comments:

6. On a scale of 1 to 10 (circle one), implementation of my city's affirmative action program has contributed to improved efficiency and productivity.

1 2 3 4 5 6 7 8 9 10
(not at all) (a great deal)

___Don't know

Comments:

7. Implementation of my city's affirmative action program has:

a. helped to better identify relevant qualifications for certain jobs.
___Yes ___No ___Don't know

b. helped, through improved outreach and recruitment to identify well qualified candidates for employment.
___Yes ___No ___Don't know

c. contributed to the improvement in the delivery of public services in the city.
___Yes ___No ___Don't know

d. contributed to an improved perception by the public of the quality of the services delivered by the city.
___Yes ___No ___Don't know

Comments:

8. Please provide historical employment data as available for the last year before your city's affirmative action plan was adopted and for the most recent year for which data are available. Include data for major job categories for both males and females by racial/ethnic groups (Whites, Blacks, Hispanics, American Indians, Asians, etc.)

9. Please provide historical data on city contracts with minority and women-owned firms for the last year before your city's affirmative action plan governing contracts went into effect and for the most recent year for which such data are available. Include employment data for major job categories for both males and females by racial/ethnic groups (Whites, Blacks, Hispanics, American Indians, Asians, etc.)

10. Have the federal or state governments, the courts, or any other entities called for revisions in your city's affirmative action policy?

___Federal agency(s)
If so, which one(s)_____
___State government
___Judicial body
___Other_____
What revisions were requested? Please attach a copy of the request.

Does your administration plan any revision of your city's affirmative action policy? ___Yes ___No.
If yes, please describe.

DO YOU WANT THE INFORMATION INCLUDED IN THIS QUESTIONNAIRE HELD HELD CONFIDENTIAL? ___YES ___NO